

Corporate Social Responsibility and Corporate Culture: Will they be the key to success in the XXI century?

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"You must be the change you wish to see in the world"

- *Mahatma Gandhi*

ABSTRACT

En un segle regnat per la incertesa, l'evolució i els canvis constants, quina hauria de ser la base d'una empresa? La rendibilitat? Des d'una aproximació marquetiniana s'afirma que una empresa que només busca rendibilitat està condemnada al fracàs. Així doncs, serà la missió, la visió i els valors els pilars fonamentals de la sostenibilitat a llarg plaç d'una empresa? El treball realitza un anàlisi sobre els estudis existents sobre responsabilitat social corporativa i la cultura corporativa i es testeja les hipòtesis proposades sobre una única empresa, la multinacional Teleperformance. El test es realitza sobre la seu situada a Barcelona i únicament a la generació Millennial.

En un siglo gobernado por la incertidumbre, la evolución y el cambio constante, ¿cuál debería ser la base de una empresa? ¿Rentabilidad? Desde el punto de vista marketiniano, se afirma que una empresa que solo busca rentabilidad está condenada al fracaso. Así pues, ¿serán la misión, la visión y los valores los pilares de la sostenibilidad a largo plazo de una empresa? El trabajo analiza los estudios existentes sobre responsabilidad social corporativa y cultura corporativa y prueba las hipótesis propuestas en una sola empresa, la multinacional Teleperformance. El test se realiza sobre la sede situada en Barcelona y solamente a la generación Millennial.

In a century ruled by uncertainty, evolution, and constant change, what should be the basis of a company? Profitability? From a Marquetinian point of view, it is stated that a company that seeks only profitability is doomed to failure. So will mission, vision, and values be the cornerstones of a company's long-term sustainability? This thesis analyzes the existing studies on CSR and Corporate Culture and tests the proposed hypotheses on a single company, the multinational Teleperformance. The test is conducted on the site located in Barcelona and only with the Millennial Generation.

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INTRODUCTION

Marketing is the science of exploring, creating, and delivering techniques used to investigate the behavior of markets and the commercial management of companies and the needs of consumers. Marketing identifies unmet needs and wants and also define, measure, and quantify the size of the identified market and the profit potential (American Marketing Association, 2019).

Frequently, the term is confused with other types of actions associated with advertising, however, Marketing can be considered as a set of actions or strategic aspects that can be developed in a planned way and cover a multitude of applications beyond simple advertising (Armstrong, G., Kotler, P., Zepeda, A. M., Pérez, M. D. P. C., Arroyo, J. C., & Milling, H. A, 2013). From a business point of view, this set of strategies is called the Marketing Plan. That is why we are dealing with a really broad concept that can branch depending on its application and strategic objective since marketing can be used both to create from a sales strategy and to plan the different actions of the impact of a brand or company (Varadarajan, R., 2010).

As this could be too broad, this study will be focused on Institutional or Corporate Marketing, which is described as the discipline that is dedicated to establish marketing strategies within the same organization, with the aim of loyalty to the company's employees and improve their productivity (Balmer, J. M., Mukherjee, A., Greyser, S. A., & Jenster, P, 2006).

But Corporate Social Responsibility is not a new concept, if we look back into American business history, at the end of the 18th century if a company was not acting responsibly, the state had the right to revoke their license, but in the early 19th century things changed. Corporations started to be treated as citizens and they were protected by the Constitution, which meant that the state no longer had the right to revoke the license of a business. This change, forced companies to make voluntary responsibility, only if they wanted to be considered as "good citizens" (The Rise of Corporate Social Responsibility. (2017, June 6). Retrieved December 29, 2019, from <https://www.brodoto.com/blog-posts/the-rise-of-corporate-social-responsibility>). Similarly, Corporate Culture has become important in the last 20 years and has proved to be more important as the modern workplace continues to evolve. Corporate Culture has proved to bring clear

benefits in a company such as a strong sense of identity, talent retention, and brand image.

Millennial Generation plays a really important role in the empowerment of CSR and this study will look deeper into the role that this generation has.

After contextualizing the rise of Corporate Social Responsibility and the importance of a culture's organizations, the main aim will be to compare a huge multinational value proposition, culture and Corporate Social Responsibility with one of their headquarters, specifically located in Barcelona, and test if their culture is aligned and furthermore, test if Corporate Social Responsibility drives engagement.

DELIMITATION AND JUSTIFICATION OF THE SUBJECT

"As a Millennial, I aspire to realize in life through my professional career. I want a job that I like, that motivates me and makes me feel good but, above all, I need to contribute value to society, feel that I am part of something that goes beyond economic profitability and that has a positive impact on the world".

Redstein, L., 2019. *A Millennial'S Diary: Stories Between You And Me*. 1st ed. p.47.

Millennials are known to be a digital generation, hyper-connected, and with high social and ethical values. All this is supposed to make this generation different from the past ones. In addition, they are experiencing a changing scenario: the rise of the global economy, third world consumerism, Industry 4.0, technology, digital natives, global warming, artificial intelligence, machine learning...

If we transfer all of this into the business world, what is going to happen? How companies will be able to distinguish above others? How they will retain talent?

The core and the strategy of a company can be changed and normally there are three main reasons for this change: The first is about profits, if the business is targeting a shrinking, improving the ability to execute is a must. Secondly, inherently inferior economics and thirdly, is because of the non-sustainable growth formula (Zook, C. 2014). But, what it always reminds is the culture.

According to Cone Communications' research called *Millennial Employee Engagement Study*, (Cone Communications, 2016) in America, sixty-four percent of Millennials prefer declining job offers rather than work in a company without strong CSR values, plus, eighty-three percent show loyalty to those companies that are willing to help and are really promoting actions to improve social inequalities and environmental issues. But that's not all, according to the same research Millennials feel their job fulfilling only if they can make a positive impact on our society.

Consequently, this thesis will be started having a deep look into previous studies as Economic Perspectives on Corporate Social Responsibility (Kitzmüller, Markus, & Jay Shimshack, 2012) for a deeper understanding on how and where CSR has an impact and other studies such as *The Leader's Guide to Corporate Culture: How to Manage the Eight Critical Elements of Organizational Life* (Groysberg, Boris, Jeremiah Lee, Jesse

Price, & J. Yo-Jud Cheng, 2018) for a better understanding of which types of cultures we have and how companies broadcast to their employees.

Some of the questions that will be questioned are:

- Does CSR really help to attract and retain talent?
- Do millennials really take CSR and business culture into account?
- How a company put across its corporate culture to its employees?
- Do employees agree with the type of culture their employers say they have?

Everything will be tested with the Multinational Corporation Teleperformance, an outsourcing customer experience management company. Teleperformance connects the biggest brands of the planet, such as Google, Criteo, Disney, or Desigual with their customers. The main goal is to provide technical support, customer care, back-office, and all the digital solutions and analysis they need in order to achieve a positive customer interaction.

The company has been recognized among India and China Best Companies to Work For 2018 and 2019 by Great Place to Work®, whom every year, identifies 100 Best Companies to Work For (with more than 500 employees) analyzing carefully the workplace culture.

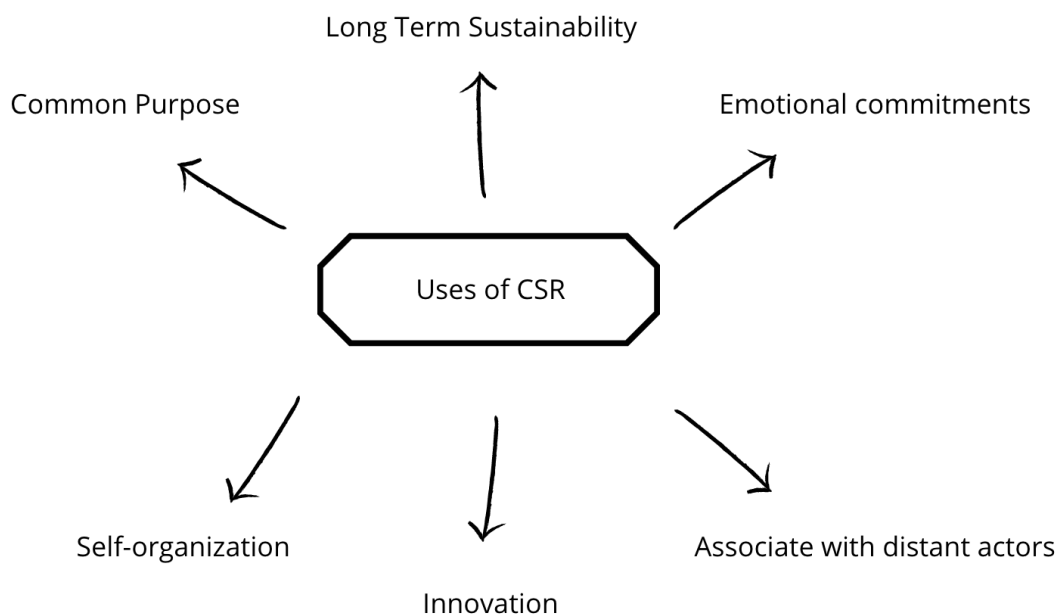
BIBLIOGRAPHICAL REVIEW OF THE BACKGROUND

The relevance of CSR in the present

Firstly, Corporate Social Responsibility has to be put into context due to it is part of the Corporate Marketing Strategy, but the most important part is its rise and notoriety nowadays.

Corporate Social Responsibility is known to be a concept that companies integrate in a voluntary way due to their social worries, environmental, economic activities, and the interaction between each of them with the parties involved (Garriga, E., & Melé, D., 2004).

Illustration 1. Uses of CSR



Source: Own elaboration.

According to the *Economic Perspective on Corporate Social Responsibility* paper, (Kitzmueller, Markus, and Jay Shimshack, 2012) studies have shown that firms are starting to provide regular public statements just to discuss Corporate Social Responsibility and most of the largest firms in our current market already have voluntary external certifications, to accomplish the environmental and social standards and they also invest in certifying social responsibility and also, that the investment of these statements and voluntary certifications are about 2 trillion dollars across the United States of America and 300 billion euro in European Markets. But, the most important part, researchers have begun to ask how CSR affects the economy instead of asking why it should exist.

Even more interesting, in the same paper, another global survey proved that more than half of the respondents would like to work on companies that contribute to social goals beyond shareholders' revenue, and it also found out that people look for information about CSR records before applying to that company. Furthermore, society literature shows that people that are looking for a job, express preferences for those organizations that have a clear CSR and Culture, due it drives to better public image and they look for values that are similar to their own. To sum up, a positive relationship is found between the CRS rating of companies and the ones with high corporate citizenship and business students that search for information about employment.

In addition, Eberhard- Harribey, L. on *Corporate social responsibility as a new paradigm in the European policy: how CSR comes to legitimate the European regulation process* (Eberhard- Harribey, L., 2006), wrote an article focusing on the apparition of community action, focusing on the nature of this action and where it came from. The most important finding was the fact that CSR turned into a critical issue in the politics of companies, instead of being just a specific policy, and the European Commission started to promote governance, sustainable development, and CSR all together.

To understand it better, the European Commission (European Commission, 2017), defines Corporate Social Responsibility as a voluntary basis to introduce and integrate social and environmental concerns in their operations and interactions with their stakeholders. For the UNIDO (United Nations Industrial Development Organization, 2018), define the Key Corporate Social Responsibility issues as eco-efficiency and

responsible sourcing, environmental management, gender equality and human rights, anti-corruption measures, labor standards, and social equity.

Gary S.Becker foretold that only the companies that combine the profit and a true motivation (mission, vision and strong values) including non-lucrative commitments, as corporate social responsibility, will have a proper competitive surrounding if they can attract and retain clients that are able to appreciate the same corporative goals (The Becker-Posner Blog February 10, 2008, "On Corporate Altruism-Becker").

However, all of this can only be implemented when the basics needs are fulfilled. Taking a closer look at the Maslow pyramid people only start worrying about environment or ethical behavior (the indirect needs) as an intrinsic and reputational concern (Mcleod, S., 2020). As long as shareholders of non-for-profit CSR have enough funds to sustain their expenses, these kinds of companies can compete with their profit-oriented competitors.

Illustration 2. Maslow Pyramid



Source: McLeod, S. A. (2020, March 20). *Maslow's hierarchy of needs*. Simply Psychology.

Retrieved from <https://www.simplypsychology.org/maslow.html>

Impacts of Corporate Social Responsibility in Job Performance

The study of the employees of Global 500 (a financial services company) by Daniel Korschun, C.B. Bhattacharya, & Scott D. Swain concluded by showing that those employees who already are feeling identified with the organization and their customers, support company's corporate social responsibility activities (Korschun, Daniel and Bhattacharya, Chitrabhanu and Swain, & Scott D., 2013). In addition, the more important the CSR is for the employee, the better relationship between the company and the employers with the employees. And as the importance of Corporate Social Responsibility keeps growing for the employee, it makes stronger values for the company. Finally, employees will have a greater satisfaction knowing that Corporate Social Responsibility is omnipresent at the company they are working for, knowing that they work at a company in which employers place a similar importance on Corporate Social Responsibility as they do, which will drive into being a more attractiveness for social identification.

To sum up, employees who feel identified with the organization will be not only more prone to share workplace behaviors but also more motivated to support the brand and products of the company. Those who identify with their company are willing to promote

and encourage behaviors that benefit the whole group, as well as seek opportunities that contribute to company performance (Korschun, Daniel and Bhattacharya, Chitrabhanu, and Swain, & Scott D., 2013).

To arrive at these conclusions Korschun, Daniel and Bhattacharya, Chitrabhanu and Swain, & Scott D, test it using the answers of the first-line employees and also the individual performance. In order to arrive at these conclusions, they realized an employee survey and a focus group were conducted. Finally, they matched the survey responses with the qualifications of each participant's job performance.

The main hypothesis they present was about management support and organizational identification relationship, in order to see if the impact was positive and moderated by the importance of Corporate Social Responsibility. Finally, the hypothesis was supported. Another hypothesis they wanted to prove was if the organizational identification and job performance and see if the relationship was positive and mediated by customer orientation but this one was just partially supported. Other hypotheses that were supported were if employee-customer identification and job performance were related, as all of them were supported means that each of them had a positive impact.

Researchers from the University of Tulsa (Tulsa, Oklahoma, USA) Li Sun and T. Robert Yu did similar research to measure the impact of CSR on employee performance and cost (Sun, L., & Yu, T. R. (2015). The impact of corporate social responsibility on employee performance and cost), where the main goal was to test if employees are more productive in a responsible company and also if these employees will accept to work for less salary as long as the company was responsible, as other literature suggests. They concluded finding a positive relationship between Corporate Social Responsibility and the performance of the employees and demonstrating that socially responsible companies drive better performance on their employees in comparison with not responsible companies.

Millennials Generation and Corporate Social Responsibility

Millennials, or also named Y generation, are those persons born between 1980 and 2000, (Smith, T. J., & Nichols, T., 2015) but there are several classifications to determine the generational periods, for which these years are approximate.

Howe and Strauss (2007) focus their attention on the differences between this generation and the previous one, the Baby Boomers (1940-1960), and they affirm that this generation is a product of postmodernism, since reality is assumed not only from the social point of view but also individually. They show their personal opinions and preferences for truth, reason, or science, so precious in modernity (Cataldi, Z., & Dominighini, C., 2015).

According to the 2016 Cone Communications Millennial Employee Engagement Study (Cone Communications, 2016), more than seventy-six percent of this generation think that environmental and social commitments are the key factor on whether decided to work for and about a sixty-four percent don't want to work in a company that doesn't have strong Corporate Social Responsibility, which means that Millennial generation is the most important generation for CSR and Culture in business as this generation consider this two factors as the key ones in their employment decisions.

The study finds out that Millennials are disposed to take a salary reduction to work for a responsible company, and they are loyal to companies that are contributing to environmental and social issues. What they want is to find a fulfilling job, where they would have the chance to make a positive impact on both aspects.

Millennials want more, they want to be promoters and developers of CSR solutions, they not only want to hear what the employers are doing and want to be co-creators and be directly involved in the actions. But this does not finish in the office, they also want to have an impact outside the office walls. They look for a company that enforces positive social and environmental changes at home and in their communities, and they want to do this with friends or family (Cataldi, Z., & Dominighini, C., 2015)

This generation looks for volunteerism activities and they want to see that the company includes corporate-led activities, company-wide days of service, paid service leave, micro-volunteerism, service trips, after-hours service opportunities... And they have many more tools than in the past, so they use their social media to share and create content that reflects their values.

Similarly, the research Employee communication, job engagement, and organizational commitment: A study of members of the Millennial Generation, investigate the employee communication, job engagement, and organizational commitment only for the Millennial

Generation and analyzes the relationship between work engagement and employee-company engagement. The results showed that Millennials from the United States of America that are engaged with their work, their commitment toward the organization is also higher and stronger, and the probability of leaving the company decreases (Walden, J., Jung, E. H., & Westerman, C. Y., 2017).

Corporate Culture

In addition, changing the organization's culture can improve employees' performance. Culture is the "big" way of organization. The culture can be explained as the set of norms, values, beliefs, ways of acting and thinking, and feeling that members of the company share.

Strategy and culture are crucial for an organization. We can understand strategy as every single action that drives to a goal, which implies the adequacy of the media chosen to achieve that goal. Strategy, part of goal setting, also is in charge to make real and possible decisions that are adopted by the leaders of the company. Goals through values and beliefs define the culture, through common assumptions and group norms.

In order to make decisions, to organize a group, and to have a clear approach of the goals, a strategy is built. Incentives and consequences are also part of this strategy, as well as analysis and measurement. Culture instead, is about unspoken behavior, social patterns, and the way of thinking (Groysberg, Boris, Jeremiah Lee, Jesse Price, & J. Yo-Jud, 2018). Inboard way, culture is about attitudes and behaviors, what is encouraged or discouraged in a society, group, or company.

In current literature, we can find loads of types of cultures but there are four generally accepted attributes by Geert Hofstede, and other leading scholars (Hofstede, G. H., Hofstede, G. J., & Minkov, M., 2010).

The first one, shared culture, is formed by a group of people and it is ruled by the sum of shared behaviors, values, and unwritten rules. A shared culture cannot exist with just one person (J. Yo-Jud Cheng & Boris Groysberg, 2020).

Pervasive culture is also manifested in collective behaviors, but as opposed to shared culture, this type of culture is applied in a broad manner. It can be manifested in collective behaviors and group rituals, or in unseen aspects of a culture like the way a person thinks, mental models, how a person interprets the world... (J. Yo-Jud Cheng & Boris Groysberg, 2020).

Enduring culture is about time and it is ruled by the peer effect. People are more likely to behave like the ones that are around them, that is why they also look for organizations with the same characteristics and values due to they are more likely to fit in. On the contrary, those who don't fit in are more likely to leave after a short time, which creates a strong culture with strong social patterns, not likely to change (J. Yo-Jud Cheng & Boris Groysberg, 2020).

Last but not the least, we find the implicit culture the one that we observe in the language, life... compound the core of the culture and it is formed by the basic premises: the basic values which act as a silent language (J. Yo-Jud Cheng & Boris Groysberg, 2020).

To continue with, culture is not defined just by attributes, there are two primary dimensions that can be applied in any organization, no matter the type of business, industry, size... one of the most important aspects when we describe culture is the way that people interact with each other and how they respond to a change.

J. Yo-Jud Cheng and Boris Groysber, in *How Corporate Cultures differ around the World*, believe that in order to understand a company's culture we have to understand two dimensions: How people interact and how people react to a change (J. Yo-Jud Cheng & Boris Groysber, 2020).

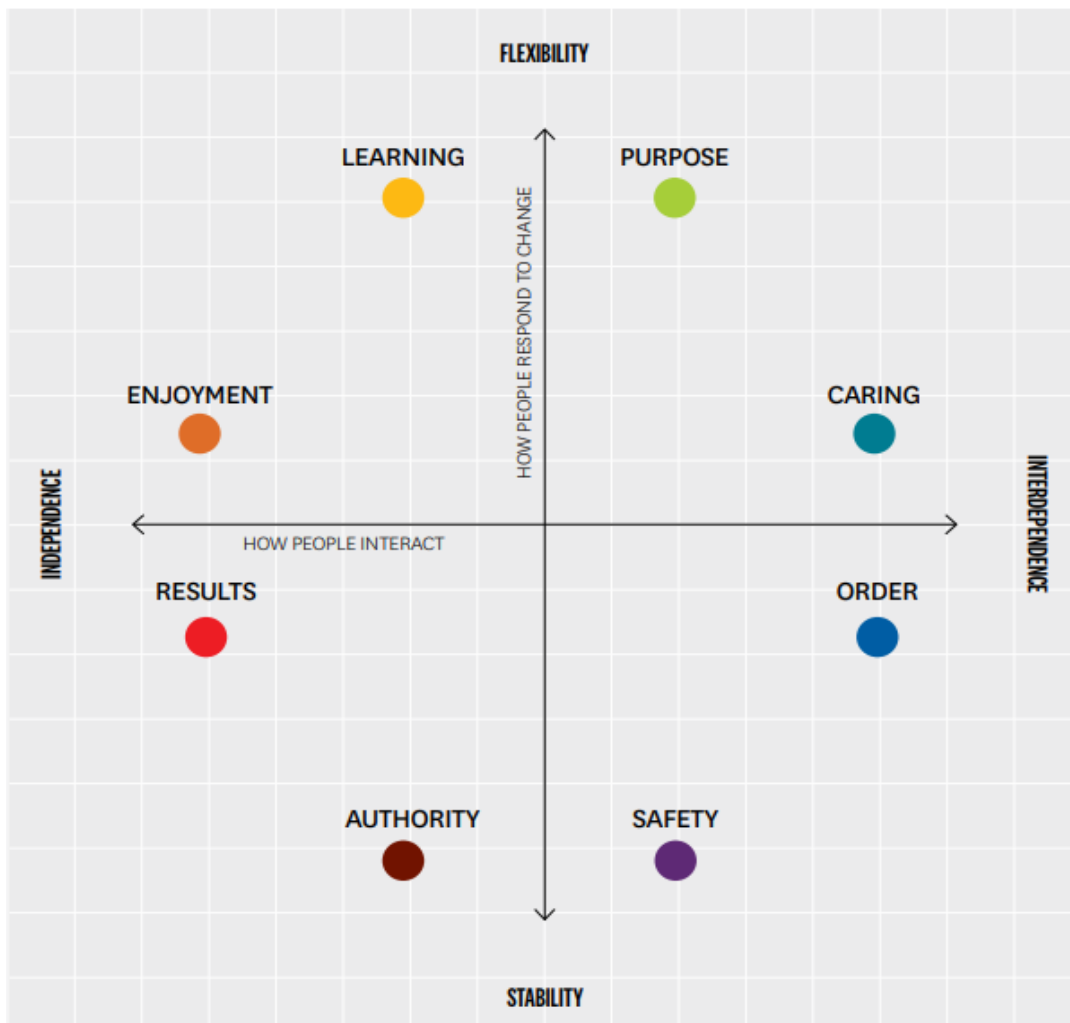
A business that is inclined to coordination and interaction between their members have two types of ambits: highly independent or highly interdependent. On one hand, the ones that are highly independent, stand for autonomy, individual action, and capability. On the other hand, those who are high interdependent, rely on the group: they are prone to collaborate and understand the success as group success.

Moreover, response to changes is the other key dimension: While some companies stand out for stability, coherence, predictions, and maintenance of the status quo others

want to promote flexibility, adaptability, and receptivity to change. The first ones are managed by rules, structures of control, hierarchy... and the second ones promote innovation, open-mindedness, and are long-term oriented.

Based on that, they also identified eight styles that apply to both types of cultures:

Illustration 3. Types of Cultures



Source: Groysberg, Boris, Jeremiah Lee, Jesse Price, and J. Yo-Jud Cheng. "The Leader's Guide to Corporate Culture: How to Manage the Eight Critical Elements of Organizational Life." *Harvard Business Review* 96, no. 1 (January–February 2018): 44–52.

Type of Culture	Description
Caring	Interdependent environment. People take care of each other, with mutual trust and collaboration. Main attributes: loyalty, honesty, and teamwork. This creates a positive working environment.
Purpose	Has a goal, something to achieve. They build long-term relationships and they think globally. People tend to be altruists and tolerant.
Learning	Open to changes culture, ruled by creativity and open-minded behaviors.
Enjoyment	About self-well-being. They are highly independents and it's about fun and excitement.
Results	Data and incentive-based. They have a clear goal to achieve and the work environment is ruled by that goal, which drives to an outcome-oriented culture.
Authority	Ruled by control and leader tend to be dominants and confident, and they are surrounded by a competitive work environment.
Safety	Low-implication profiles, and it's a culture defined by well-structured rules, where risks are not welcomed. Employees want to feel safe and protected.
Order	Based on structure and respect. People play by the rules of the game if they want to fit in.

Table 1: Types of Culture

These eight styles and people's interactions (interdependence or interdependence) plus their response to change (flexibility or stability) shape the Corporate Culture of a company.

One of the most important questions presented is how culture can affect outcomes, furthermore, the paper also presents the importance of the background of companies, as it's as important as the strength of the culture. Groysberg, Boris, Jeremiah Lee, Jesse Price, and J. Yo-Jud Cheng concluded that a strong culture drives positive organizational outcomes when they are aligned with strategy and leadership.

After analyzing the leadership, values, and culture of more 230 companies with more than 1300 executives of a long-range of industries, using above twenty-five thousands of responses of an online survey (including employees and managers), they come to the conclusion that culture directly affects to employee motivation and engagement. This last one is stronger when employees have flexibility, in the form of *caring, learning, purpose, and enjoyment*.

The study claims that comparing employee's points of view on the company's characteristics, two types of organizations appear *low convergence* (employees that barely agreed on the most important cultural characteristic) and *high convergence* (organization and employees had the same view or were firmly aligned).

Strong cultures drive positive outcomes (J. Yo-Jud Cheng & Boris Groysber, 2020), and only if there is an aligned strategy and leadership companies can drive to high convergence, which is decisive because it relates to employee engagement levels and customer focus, plus reflects a sign of good management and healthy environment as employees and employers are aligned and transparent (Kreps, D. M., 1990).

In a nutshell

We can affirm now, that the institutional marketing aims to be in charge of working on the company sustainability, promoting an image that not only to put across the good things the company does but also, that the clients can trust that company, putting emphasis on social responsibility actions, quality of work, product or service, environment, and others. The main objective, then, is to encourage companies, beyond their internal and branding objectives, to integrate components of collective interest, values, and benefits that not only take into account their direct market but all market agents, even if they do not have any relation to these. To favor, then, the common good, over the particular good (Sanchis-Palacio, Joan Ramon, and Vanessa Campos-Climent, 2018) Therefore, Corporate Social Responsibility is no longer an extra requirement that brings more value to the company, nowadays is a must to ensure the existence and survivability of the company (Kitzmueller, Markus, and Jay Shimshack, 2012).

Apart from that, the culture proved to be the explicit social order that a company adopts. This culture sets an enduring attitude and behaviors for the whole organization. These rules establish what is accepted, not accepted, valued, or refused for the group. (Balmer, J. M., Mukherjee, A., Greyser, S. A., & Jenster, P., 2006).

Therefore, is going to be Corporate Social Responsibility a crucial element on the company we are focusing on? Corporate culture is going to be aligned between employees and employers?

Tests will be conducted only for the Millennial Generation: will they be engaged by Corporate Social Responsibility, as previously mentioned literature affirm? This generation takes into account environmental and social commitments really serious and they are looking for opportunities to contribute and make a better version of themselves and the world (Cone Communications, 2016). The participation in the activities and the score in how they rate the efforts of the company will help to test the hypothesis.

The study will be held in just one company, Teleperformance, which is a multinational company headquartered in Paris, France. It is the largest group of Interaction Experts on the planet with more than 330,000 employees in 80 countries. The company with more than 40 years of experience specializes in the management and outsourcing of business processes (Business Process Outsourcing or BPO) and was founded in 1978 by Daniel Julien. The company serves more than 170 markets in more than 265 languages and dialects.

Their main goal is to combine the human touch with the high technology to deliver an excellent customer experience.

“Teleperformance's Digital Integrated Business Services combines human touch and high technology to deliver extraordinary customer experiences. While technology creates new and agile ways of working, our interaction experts remain committed to creating unique connections through empathy, adaptive communication skills, and more importantly, a passion for making it happen.”

Teleperformance.com. 2020. *About Us | Teleperformance*. [Online] Available at: <<https://www.teleperformance.com/en-us/who-we-are/about-us>> [Accessed 25 June 2020].

Teleperformance Corporate Social Responsibility is clear if their employees are happy, their customers will also be happy, furthermore, happy clients also create happy shareholders (Visión RSE: Teleperformance, 2020).

Teleperformance describes its DNA as its focus on people. Their strategy is based on the value of their employees as they recognize them as the key to business success. That's why they take social responsibility seriously. As a company, they want to be a reference for the market, drive engagement, diversity, inclusion, well-being, human rights, training, development, health, and safety.

The multinational corporation has over 300.000 employees around 80 countries as a consequence, the company is creating jobs around the world promoting the Global Impact Sourcing Initiative. Passion and values are what moves the company.

“Every day, we transform our passion into different actions to ensure our people are delivering outstanding customer experiences at every single opportunity. We are one solid team. We share the same values and principles, which guide our actions inside and outside of the company”.

Teleperformance.com. 2020. *About Us | Teleperformance*. [Online] Available at: <<https://www.teleperformance.com/en-us/who-we-are/about-us>> [Accessed 12 May 2020].

Their genetic code is described with cosmos elements, such as Cosmos, to represent integrity, earth representing respect, metal as professionalism, air as innovation and fire, as a commitment.

In tune with their mission, they claim to deliver an excellent customer experience as a result of their passion, commitment, and dedication. They want to create value for all the stakeholders and shareholders and opportunities.

Below the logo of “each interaction matters,” TP claims for human touch, diversity and, inclusion. Putting it all together, we face up with a culture formed by *enjoyment, learning, and caring*.

CSR Programs and Awards

Among others, the main current programs we can find inside the company are:

Citizen of the world (COTW): launched in 2006 in order to help victims of natural disasters and unprivileged people. Today, Teleperformance has already invested 40,101,087\$ in donations, over 413,128 kids were fed through several monthly feeding programs, employees have done more than 517,331 volunteer hours, over 20,000 computers were sent to impoverished schools and during the Christmas season, more than 478,673 underprivileged kids received toys.

Citizen of the Planet (started in 2008): in order to protect the environment with the main goal of keeping the annual carbon footprint shrinking and employees across the globe are recycling, reducing the consumption of energy, water use, and solid waste.

Employee Engagement Programs 2018 in order to inspire their teams, are made to encourage teamwork, creativity, and include physical and mental health. Such as the

sports club where last year's 12000 employees teamed up for friendly games like soccer, basketball, volleyball, and bowling matches, etc.

The **For Fun Festival** is an annual global competition open to all employees. The competition has categories of art, dance, music, and photography (and had more than 6.000 participants).

Passion 4U (for you) consists of activities such as yoga classes, nature hiking, mini-marathons... these programs are a big part of what makes Teleperformance different and why the company continues to be the global leader in the industry. They choose to lead by example because they believe that operating in a socially conscious way is just good business and they want to encourage others to do the same.

2018 CSR AWARDS

- For 7 years in a row, AON has named Teleperformance a global best employer in multiple countries and several others had been selected for best places to work awards.
- Members of Vigeo Eiris 120 and FTSE 4 good
- Verego certificated for fifth year consecutive
- First award in the industry from the Rockefeller Foundation for impact sourcing
- Global CSR Award for overall efforts from Frost & Sullivan

TPU, also known as Teleperformance University, is the latest creation to ease the development of future leaders and to train their own personnel in key subjects: management, innovation, strategic thinking...It also offers training to ensure that all of their teams understand their values and their culture.

GOALS AND HYPOTHESIS

Goals

- Discover if Millennials workers from Teleperformance are engaged by the CSR commitments.

After analyzing the theoretic framework and the company's corporate marketing one of the main goals are to prove that Millennial Generation is prone to look for companies as Teleperformance which have a big sense of Corporate Social Responsibility and that indeed, CSR helps to attract and retain the talent of this generation and also generates engagement and sense of belonging.

- See if employees in the headquarter of Teleperformance (Barcelona) have closely aligned views of the Corporate Culture (high convergence).

To find out if the Corporate Culture is well spread around the employees, the main goal is to test if employees agreed and are able to recognize the main characteristics of a culture formed by *enjoyment*, *learning*, and *caring* of the company.

Hypothesis

H1 Employees in the headquarter of Teleperformance (Barcelona) appreciate the efforts on CSR from the company.

H1.2 Employees in the headquarter of Teleperformance (Barcelona) appreciate attributes as respect, ethic, and tolerance.

As Millennials are known for their deep implication in social causes and their need to contribute beyond the monetary repercussion, the hypothesis will test if a company formed by a high percentage of Millennials is one of the keys for the company success, or on the contrary, test if in this specific location CSR is not important for the employees.

H2 Teleperformance Spain culture is aligned with the global culture of the organization and employees' (Spain based, specifically Barcelona).

The feeling of belongingness is part of a healthy culture, also, the empowerment of the employees and the feeling of their work is necessary for the whole team's success.

Contrary, in an unhealthy culture, we can find high turnover, tardiness, unmotivated employees, and they can feel that they are being treated unfairly.

Culture is developed over time with the sum of behaviors of the employees. In order to hire the right people for the organization, it's crucial to understand why this type of culture works, as a good understanding of the culture enables the company to avoid hiring employees that wouldn't fit. This thesis will try to find out if the corporate culture of the company is as strong as the company claims, asking its employees.

METHODOLOGY AND DATA TREATMENT

Survey

According to Arlene Fink, a survey is a technique for gathering data from or about people and behaviors, in order to compare or explain their knowledge (Fink, A. (2003). Palacios and Noci (2009) define this procedure of gathering information from an anonymous group of subjects that shows if the data is representative of a wider set of people called the universe. The first step to collect information to test the main hypothesis will be a survey designed in three main parts: general information (generation, gender, market, and years in the company), CSR questions, and finally, Corporate Culture questions.

With a simple random sample, quality and quantity data have been collected with a total of 82 responses out of 421 employees. The final sample represents 19.47% of the employees, and 74% of the respondents belong to the Millennial Generation.

Net Promoter Score

The Net Promoters Index was developed as a tool to know the perception of customers about the products or the services of a company. The method was developed by Frederik Reichheld and the consulting firm Bain & Company (Hamilton, D. F., Lane, J. V., Gaston, P., Patton, J. T., Macdonald, D. J., Simpson, A. H. R. W., & Howie, C. R., 2014).

Originally the model consisted of the measurement of 10 aspects, however for the early nineties the authors redefined their model to encompass only 5 aspects since some criteria were correlated, these new aspects structured in a 22-item questionnaire with 44 questions are reliability, tangible elements, responsiveness, security and empathy

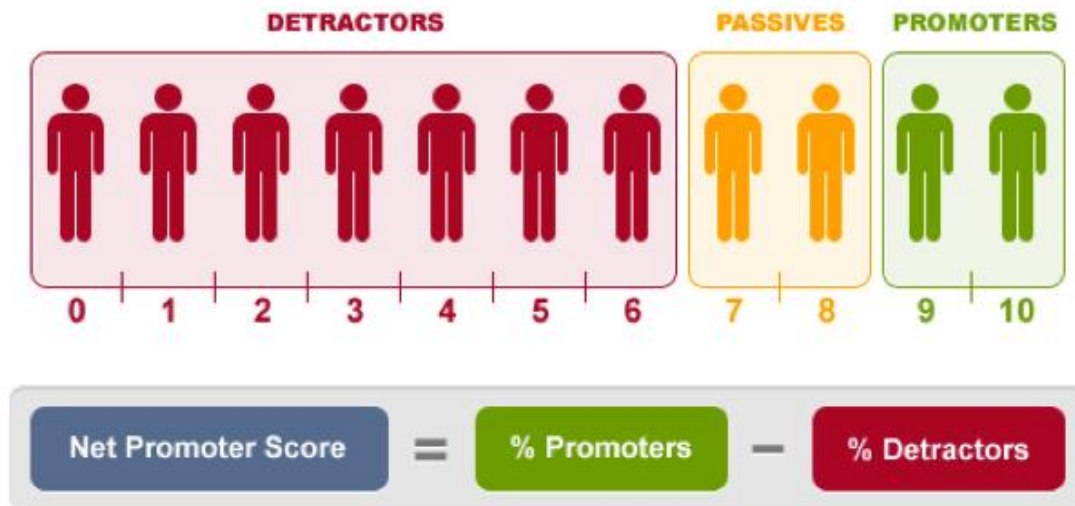
(Fitzsimmons, 2004). A criticism of SERVQUAL is that it is difficult to implement and that although the 5 dimensions appear to be robust, they do not indicate specific actions to management (Keiningham, 2008).

Currently, the most widely used methodology to measure loyalty is the Net Promoter Index, developed by Frederik Reichheld in 2003 which focuses on how both negative and positive word of mouth recommendations can influence the growth of a company (Keiningham, 2008).

Reichheld matched each customer's responses to their current behavior, repetitive purchases, and reference patterns over time. With these data, he could determine the highest correlation with the repetitiveness of purchases. However, he also found that one of the questions worked better for most industries. This one asked how likely it was that person to recommend the company to a colleague or a friend.

Respondents scoring 9 up to 10 are called the promoters, the company's most engaged customers; those with scores up to 8 or 7 are called "passives", and all those with scores below 6 are detractors (Markey, 2009). In a nutshell, the net promotion index is a percentage of promoters fewer detractors.

Illustration 4. Net Promoter Score



Source: Reviewed Pro. (2016, January 16). What is the Net Promoter Score®? [Illustration]. Retrieved from <https://www.reviewpro.com/blog/what-is-the-net-promoter-score/>

In this study, we won't find satisfied or unsatisfied clients with a brand, product, or service, what we do find are promoters or detractors of Corporate Social Responsibility.

Data Treatment

Through a random sample, quality and qualitative variables will be recollected for posterior analysis. Data will be cross-section, which means, data of individuals in a specific moment of time.

Once all the data from the surveys were obtained, data were normalized, recoding all the variables by numerical values in order to optimize subsequent statistical analysis.

In addition, to test whether the samples according to the applied variables are statistically significant or not, a hypothesis test based on the means was performed. This test is based on the premise that the two samples analyzed are the same (called the null hypothesis). The value that confirms or refutes this null hypothesis is the P-value, which if it is smaller than 0.05 we can say that the variables are related and therefore one undergoes a variation depending on the other.

In order to prove the hypothesis a correlation matrix and linear regression simple analysis will be held to prove or not, the relationship between the variable dependent and independent.

The correlation matrix measures the degree of the linear relationship between each element or variable, values can oscillate between minus one and plus one. Nonetheless, in practice, the elements generally have positive correlations. If the two elements contribute to an increase or decrease at the same time, the correlation value tends to be positive (Kohonen, T., 1972).

In order to interpret the results, the correlation matrix uses to evaluate the strength and direction of the relationship between two elements or variables. Frequently, variables with correlation values greater than 0.7 are considered highly correlated.

In a simple linear regression model, an attempt is made to explain the relationship between the response variable Y and a single explanatory variable X. According to the simple linear regression model, the scores of the subjects in 2 variables - one of them considered as a predictor variable (X) and the other as a variable of answer (Y) - are represented (modeled) by the equation of a straight line:

$$Y = \beta_0 + \beta_1 \cdot X_1 + \epsilon$$

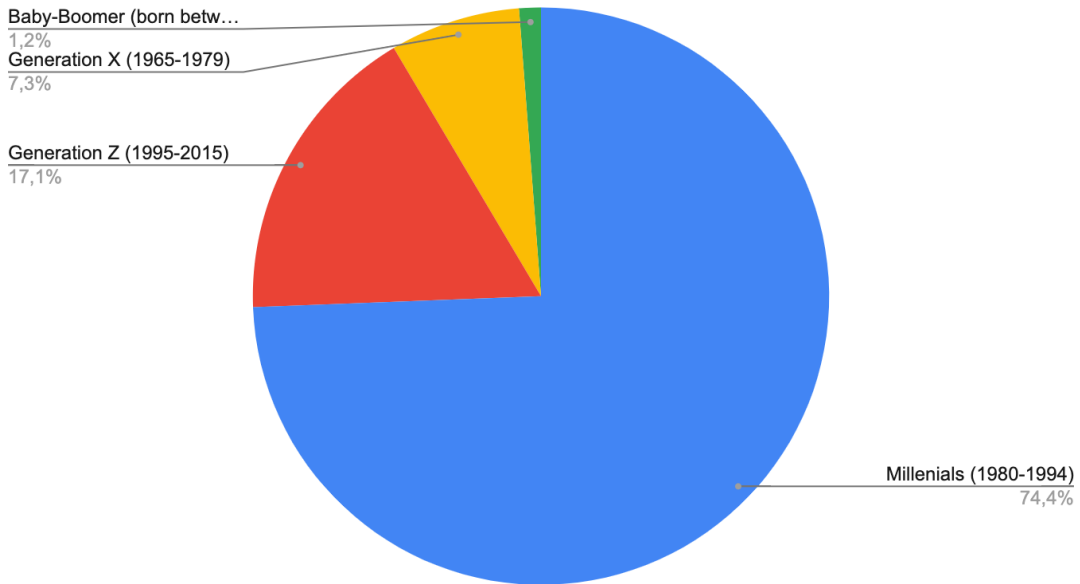
A frequency table will be used to test if CSR activities drive engagement with the company (People did participate or not) adding the mean, which is the sum of all observations divided by the number of observations. The mean of an item is the sum of all the scores of an item divided by the number of scores of that item. Interpretation is simple: the mean represents with a single value the center of the data.

To analyze if the culture of the company is aligned to employees' point of view a simple percentage will be run. Which percentage of people have chosen the attributes that are aligned with the culture of the company.

RESULTS AND DISCUSSION

Descriptive Statistics

Generation



Graphic 1: Generations

Analyzing only the 74% that belong to the Millennial generation, a frequency table and the arithmetic mean have been done. X_i represents the score that the employee chose, being n_i the frequency at which the data obtained is repeated and N_i the cumulative absolute frequency.

On a scale from 1 to 10, 1 being the lowest and 10 the highest, how did you value CSR when you applied to Teleperformance?

Score	n_i	N_i
1	7	7
3	1	8
4	3	11
5	3	14
6	8	22

7	14	36
8	9	45
9	8	53
10	8	61

N=61	Mean= 7
------	---------

Table 2: Value of CSR applying to the company

At first sight, Millennials are not promoters of CSR but neither detractors. When they came to choose and evaluate the Corporate Social Responsibility of the company they want to work for they are passives (mean of the survey 7).

On a scale from 1 to 10, 1 being the lowest and 10 the highest, do you feel that Teleperformance is contributing to be socially responsible?

Score	ni	Ni
1	1	1
2	1	2
3	1	3
4	2	5
5	2	7
6	5	12
7	18	30
8	12	42
9	6	48
10	13	61

N=61	Mean= 8
------	---------

Table 3: Perception of the employee

The same happens when employees rate the activities and actions the company is doing in order to be responsible. Employees keep being passives (mean 8), even though, score increased one point on average.

On a scale from 1 to 10, 1 being the lowest and 10 the highest, how did you value Corporate Culture when you applied to Teleperformance?

Xi	ni	Ni
1	3	3
3	1	4
4	2	6
5	2	8
6	7	15
7	10	25
8	15	40
9	8	48
10	13	61

N=61	Mean= 8
------	---------

Table 4: Importance of Corporate Culture

Besides, when it came to evaluating the corporate culture before applying to this company, nothing change either, they keep being passives (mean 8).

In the following frequency table X_i represents the total amount of Corporate Social Responsibility activities an employee participated, being n_i the frequency at which the data obtained is repeated, and N_i the cumulative absolute frequency.

Participation in activities	n_i	N_i
0	27	27
1	14	41
2	5	46
3	5	51
4	3	54
5	2	56
8	3	59

N=59	Mean= 1
------	---------

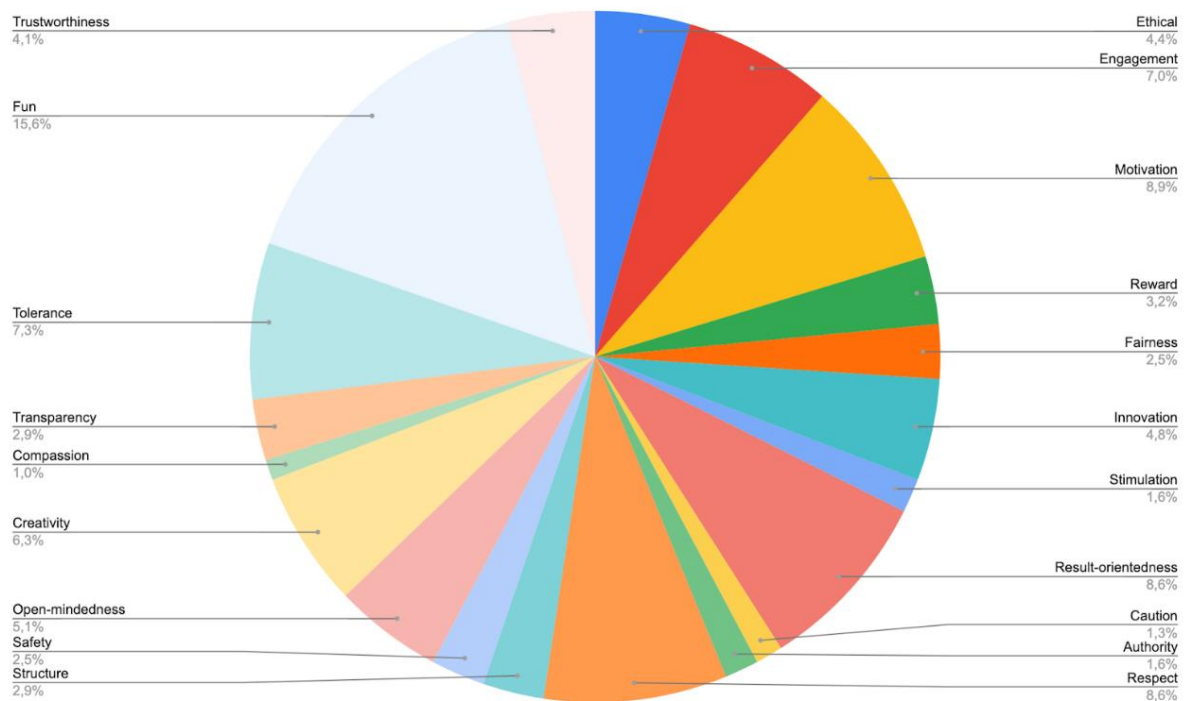
Table 5: Frequency Table, Participation in the activities of CSR

This table shows the number of Corporate Social Responsibility activities the employees have participated. Mean is 1, which means that on average employees participate at least one time to the activities proposed by the company.

Corporate Culture Data

The adjectives that describe a learning, enjoyment, and caring culture among the options the employees had to choose, are creativity, open-mindedness, fun, transparency, tolerance, and motivation.

Which following adjectives do you think best describe Teleperformance's Culture?



Graphic 2: Adjectives

The graphic shows the total amount of votes that had each adjective when employees from the Millennial Generation were asked which one of the adjectives presented described the best the company culture. Respondents could choose as many adjectives as they wanted.

Fun represents a 15,6%, followed by motivation 8,9%, respect 8,6% tolerance 7,3%, creativity 6,3%, open-mindedness 5,1% and transparency 2,9%.

Data Analysis

Taking a closer look, we investigate the relationship between the CSR Activities promoted for the company and the participation of the employees in them (they have participated or not) and how the employees evaluate the efforts of the company to be responsible.

	ACTIVITIES	HOW RESPONSIBLE IS THE COMPANY
ACTIVITIES	1.0000000	0.2908356
HOW RESPONSIBLE IS THE COMPANY	0.2908356	1.0000000

Table 6: Matrix Correlation between Activities and How employees think the company is being responsible.

Using a Correlation Matrix we could observe that the relationship is positive, but with this level of correlation (0.29), we cannot confirm that variables are highly correlated. We can confirm, even though, that there's a positive correlation between the participation in the activities and the positive evaluation of the efforts of the company in terms of being responsible, also, being the first hypothesis If "Employees in the headquarter of Teleperformance (Barcelona) appreciate the efforts on CSR from the company" we could affirm that at least employees participate to one activity that the company proposed and employees are able to see the effort of the company as they rate one point higher how they perceive the company is doing and how they value the Corporate Social Responsibility before applying to the job.

	HOW RESPONSIBLE IS THE COMPANY	TENURE
HOW RESPONSIBLE IS THE COMPANY	1.00000000	-0.09049506
TENURE	-0.09049506	1.00000000

Table 7: Matrix Correlation between Tenure and How employees think the company is being responsible.

One of the goals was to try to find out if CSR helps to retain the talent but if we check the tenure, we can observe that it doesn't affect how the employees of Millennial Generation evaluate the efforts of the company, as there's a negative correlation between the variables (-0.09049506).

Being *how responsible is the company* the explained variable, and the adjectives *ethical, respect, tolerance, trustworthiness* the explicative variables, and using a linear regression model, we can observe the majority positive relation between the variables (p-value 0.521 ethical, 0.173 respect, 0.97 tolerance > 0.005).

```

Coefficients:
              Estimate Std. Error t value Pr(>|t|)
(Intercept)    6.82114    0.36463  18.707  <2e-16 ***
Ethical         0.40657    0.62977   0.646   0.521
Respect        0.70944    0.51444   1.379   0.173
Tolerance      0.01497    0.54892   0.027   0.978
Trustworthiness 1.53874    0.66811   2.303   0.025 *
    
```

Table 8: Linear regression model, adjectives

Choosing these attributes and evaluating the perception of the employee we can affirm that there's a relationship between employees that value ethic, respect, and tolerance as the p-value is higher than the confidence interval (0,05).

With 95% of confidence, we affirm that employees that take into account the efforts of the company for being socially responsible positively, appraise attributes as respect, ethic, and tolerance. Therefore, attributes as Respect, Ethic, and Tolerance are important in order to be aligned with Corporate Social Responsibility.

Even though, we can see that there's no correlation between countries and answers:

```

          ACTIVITIES  COUNTRIES
ACTIVITIES  1.00000000 -0.02063383
COUNTRIES  -0.02063383  1.00000000
    
```

Table 9: Activities vs Countries

```

          COUNTRIES  HOW.RESPONSIBLE.IS.THE.COMPANY
COUNTRIES          1.00000000 -0.09150879
HOW.RESPONSIBLE.IS.THE.COMPANY -0.09150879  1.00000000
    
```

Table 10: How responsible is the company vs Countries

```

          COUNTRIES  CSR.FOR.EMPLOYEES.BEFOR.APPLYING
COUNTRIES          1.00000000 -0.2426668
CSR.FOR.EMPLOYEES.BEFOR.APPLYING -0.2426668  1.0000000
    
```

Table 11: How employees take into account CSR before applying to the company vs Countries

Between how employees evaluate Corporate Culture before applying to the company and the adjectives that describe its Corporate Culture, we find a positive relation with Fun, Motivation, Open-mindedness, Transparency, Tolerance, and Trustworthiness which creates a high convergence, which means, what the company is trying to transmit to their employees and what these employees perceive about the company, are aligned and we implicitly confirm the H2.

	VALUE.OF.CORPORATE.CULTURE
Fun	0.26139397
Motivation	0.48193334
Open.mindedness	0.26133854
Tolerance	0.02705181
Transparency	0.27744132
Trustworthiness	0.39882524
VALUE.OF.CORPORATE.CULTURE	1.00000000

Table 12: Value of Corporate Culture and adjectives

CONCLUSIONS

At the beginning of this thesis, the main goal was to find out if Corporate Social Responsibility is taken into account to choose a company to work for, to retain the talent, and also to see if the vision of employees and company were aligned in terms of Corporate Culture (only for the Millennial Generation).

According to results obtained in the survey, we can conclude that there's a high convergence between what employees think and feel and what the company tries to transmit. Adjectives as creativity, open-mindedness, fun, transparency, tolerance, and motivation describe learning, enjoyment, and caring culture, and the total amount of employees that chose these adjectives were a total of 54,7%. We've also seen a positive correlation between these adjectives and how people value more positively the Corporate Culture, proving, therefore, the hypothesis we presented about the alignment of culture between Teleperformance Barcelona's headquarters and the global culture of Teleperformance.

In terms of Corporate Social Responsibility, on average, employees participate in the activities one time, but we've seen the positive relationship between the level of participation and how the employee evaluates the efforts of the company to be responsible. It's interesting to mention that even though, employees said, on average, that the importance for them in terms of CSR was 7, they appreciate the effort of the company trying to do these kinds of activities and promoting the best practices and behaviors of Corporate Social Responsibility, as on average, they rate the effort of the company with an 8, with all this data we can confirm the hypothesis presented that employees appreciate the efforts on CSR from the company. Furthermore, we've seen the positive relationship between adjectives that describe attributes of a social responsible company as "respect, tolerance and ethical" and how these helps to rate the efforts the company was doing to be responsible higher.

FURTHER INVESTIGATIONS

Following the line of this current investigation, it would be interesting to do a wider study on Corporate Social Responsibility and Corporate Culture and how it affects the performance, but not just for the Millennial Generation.

Widening the age range, we could obtain different results, what would happen if we take into consideration Baby Boomers? (Born between 1944 and 1964) known for living the fight for social values or for witnessing the incorporation of women into the world of work. This generation was the driver of social change, leaving conservative attitudes behind. In the workplace, they demonstrate loyalty to companies. Furthermore, they respond with commitment to their superiors and value hierarchies and positions. They chose work as a means of demonstrating their worth, seeking recognition for their ethical behavior and dedication. This generation is oriented to community work and they are committed to the organization, not themselves, unlike members of other generations like millennials.

Or the X Generation: The following generation of Baby boomers, born between 1965 and 1981 grew surrounded by economic stability and unlike the previous generation, they started to live the change of values, beliefs, ideas, and work models.

Comparing these three generations, would the answers change? Would the patterns of the characteristics of each generation follow? It will be interesting to compare across generations in a company where employee groups were more mixed and membership levels by generation were more similar.

Also, what will be even more interesting is to widen the sample. One of the biggest difficulties found in the research was the reduced number of answers due to the low number of employees on this specific headquarter located in Barcelona. As Teleperformance is a multinational company and has headquarters in 80 countries, a wider sample could be tried to reach out to different headquarters all around the world to improve the data analysis.

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ANNEXES

Survey

Survey: Final Bachelor's Degree Project

The data of this survey will be used in order to test some hypothesis of a Final Bachelor's Thesis. All data collected will be private and survey will be anonymous.

Thank you for your participation!

* Obligatòria

Gender *

- Female
- Male
- Prefer not to say

Which generation are you? *

- Baby-Boomer (born between 1944 and 1964)
- Generation X (1965-1979)
- Millenials (1980-1994)
- Generation Z (1995-2015)

How long have you been working in Teleperformance? *

- Less than 6 months
- 6 months to 1 year
- 1 to 2 years
- Over 2 years

Which market do you work for? *

- Spain
- France
- Italy
- UKI
- Israel
- Greece
- South Africa
- Nordics
- DACH
- Benelux
- Other departments

Corporate Social Responsibility

CSR is defined as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" and the UNIDO (United Nations Industrial Development Organization) define the Key CSR issues as: environmental management, eco-efficiency, responsible sourcing, stakeholder engagement, labour standards and working conditions, employee and community relations, social equity, gender balance, human rights, good governance, and anti-corruption measures.

Did you ever participate in any of the latest activities offered by TP? If yes, select the ones you have participated in *

- World Cleanup Day
- Walking with shelter dogs
- Solidary Christmas Market
- Australia bishfire donations
- Movember
- Talk for Peace
- Clothes donation
- Others
- I did not participate

On a scale from 1 to 10, 1 being the lowest and 10 the highest, how did you value CSR when you applied to Teleperformance? *

1 2 3 4 5 6 7 8 9 10

On a scale from 1 to 10, 1 being the lowest and 10 the highest, do you feel that Teleperformance is contributing to be socially responsible? *

1 2 3 4 5 6 7 8 9 10

[Enrere](#) [Següent](#)

Corporate Culture

Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions.

Which following adjectives do you think best describe Teleperformance 's culture? *

- Trustworthiness
- Fun
- Tolerance
- Transparency
- Compassion
- Creativity
- Open-mindedness
- Safety
- Structure
- Respect
- Authority
- Caution
- Result-orientedness
- Stimulation
- Innovation
- Fairness
- Reward
- Motivation
- Engagement
- Ethical

On a scale from 1 to 10, 1 being the lowest and 10 the highest, how did you value Corporate Culture when you applied to Teleperformance? *

1 2 3 4 5 6 7 8 9 10

Enrere

Envia